

Glossary

The following definitions are used in this Guide.

Term	Definition
ATP	Approval to Proceed, management approval that a project may go on to the next phase
Audit	Review of project to assess compliance with requirements, specifications, baselines, standards, procedures, instructions, codes, contract requirements, and/or license requirements
Change (as in Change Control, below)	Any alteration of the functional or physical characteristics of a project work product. This includes both defect repairs and enhancements
Change Control	Process by which a change is proposed, evaluated, approved or rejected, scheduled, and tracked to completion
CM	Configuration Management (also known as SCM, Software Configuration Management)
Commitment	Pact between two or more people who trust each other to perform; commitments are freely assumed, explicitly defined, and visible
Configuration	Functional and physical characteristics of hardware or software as set forth in technical documentation or archived in a product; requirements, design, and implementation that define a particular version of a system or system component
Impact	The relative harm or damage to a project if a risk becomes a problem, usually expressed either as a dollar amount or on a scale from 1 to 10
Independent Audit	Independent review of a project by an outside agency or team separate from the organization responsible for the project, to assess compliance with product requirements, specifications, baselines, standards, procedures, instructions, codes, contractual requirements, and/or licensing requirements
Independent Verification and Validation (IV&V)	Verification and validation (see entries elsewhere in this Glossary) performed by an organization that is technically, managerially and financially independent of the development organization
Issue	Any area of concern that presents an obstacle to achieving project objectives
Lessons Learned Session	Same as Post Project Review
Major Information Resources Project	Defined in the General Appropriations Act as any information resources technology project identified in an

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	agency operating plan whose development costs are over \$1,000,000 and includes one or more of the following: <ul style="list-style-type: none"> • requires a year or more to reach operational status; • involves more than one agency or government; or • materially alters work methods of agency personnel and/or the delivery of services to agency clients
Milestone	Scheduled event used to measure progress in a project
Milestone Review	Formal review of management and technical progress of a project
Not Invented Here (NIH)	The attitude of resisting anything that was not invented or derived by the using organization or person
Process Assets Database	Organization collection of defined policies, processes, procedures, and templates. This may include structured collections of lessons learned on projects.
Project	A temporary activity characterized by having a start date, specific objectives and constraints, established responsibilities, a budget, a schedule, and a completion date
Project Completion Review	Same as Post Project Review
Project Development Plan	Document describing the approach that will be taken for a project; typically describes the work to be done, resources required, methods to be used, configuration management and quality assurance procedures to be followed, schedules to be met, and the project organization. The plan is required for all projects, but is only submitted to the Quality Assurance Team when requested. The plan will be used by the Team to analyze the status of the project. Amendments to the plan may trigger a reassessment of risk and monitoring levels
Project History Database	An organization collection of reusable data about individual projects; generally information about plans and the actual results at project completion
Project Management	System of procedures, practices, technologies, and know-how that provides the planning, organizing, staffing, directing, and controlling necessary to successfully manage a project
Project Postmortem	Same as Post Project Review
Quality Assurance Team (QAT)	The QAT is composed of representatives from the Department of Information Resources and the State Auditor's Office. The Team is responsible for reviewing, approving, and overseeing major information resources projects.
Risk	The possibility of an act or event occurring that would have an adverse effect on the state, an organization, or an information system. Risk involves both the probability of

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Risk Exposure	failure and the possible consequences of a failure The level of loss presented to an organization by a risk; the product of the likelihood that the risk will occur and the magnitude of the consequences of its occurrence
Risk Factor	An element of project development and management that is used to evaluate a project. It is an element that has the potential to affect the success or failure of the project. Risk factors can be both internal and external to the agency. Each risk factor should be addressed and controlled as much as feasible by the project management team
Risk Management	A process used to identify potential problems before they occur, so that actions can be taken to reduce or eliminate the likelihood or impact of these problems should they occur
Risk Mitigation	Actions taken to reduce the likelihood of a risk occurring as a problem, or to reduce the impact if it does occur
Scheduling	Determining the start and stop time of each activity and task in the project, taking into account the precedence relations among tasks, the dependencies of tasks on external events, the required milestone dates, and the resources available
Software Acquisition Management (SAM)	The actions taken by management with a supplier or subcontractor in the process of acquiring software
Software Configuration Management (SCM)	A discipline applying technical and administrative direction and surveillance to <ul style="list-style-type: none"> • identify and document the functional and physical characteristics of a configuration item, • control changes to those characteristics, • record and report change processing and implementation status, and • verify compliance with specified requirements
Software Quality Assurance (SQA)	A process by which an organization determines that software it produces and/or acquires satisfies the organization's technical and administrative performance requirements, relatively free from discrepancies, and meeting user needs. SQA must be part of an organization's culture to ensure all of its products and services are of the highest quality
Stakeholder	Any individual or group who <ul style="list-style-type: none"> • cares about the effort and cost of a project, • wants to see the agency use the results of the product, • needs to provide time and effort to make the product usable
Standard	Approved, documented, and available set of criteria used

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Validation	to determine the adequacy of an action or object Determining the correctness of a work product, with respect to the user's needs and requirements (Is this the right product?)
Verification	Determining whether the products of a given phase of the life cycle meet the requirements established during the previous phase (Are we building the product right?)
Work Breakdown Structure (WBS)	The complete list of activities that need to be done for a project, used for estimation and scheduling the work
Work Product	Any tangible item that results from working on a project function, activity, or task